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REPORT OF THE JOINT INSPECTION UNIT*

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I. INTRODUCTION

1. The present report reflects the main activities of the Joint Inspection Unit (JIU) during the period 1 July 1992 to 30 June 1993, comprising (a) overview of its work programme for 1993; (b) follow-up of its reports and recommendations; (c) interactions; and (d) summaries of its reports and notes. In line with its determined efforts to improve its productivity and impact, the Unit has been working to develop a more comprehensive work programming framework and strategy.

2. Benefiting from the rich in-house experience of the Inspectors, the reports, debates and resolutions of the different legislative organs of participating organizations and the new perspectives contributed by the five new Inspectors who joined the Unit early this year, the Unit has been going through a soul searching exercise aiming at enhancing its programming process, performance and productivity. While the JIU would continue to be as receptive as possible to the needs of the Member States and of the participating organizations as those needs arise during the course of the year, the Unit believes that it is also important to expand in the current work programme the future directions of its work and activities. It is hoped that such a programming approach would not only give greater coherence to the annual work programme of the Unit, but would also encourage timely feedback from Member States and participating organizations. This would also be in line with General Assembly resolution 47/201 of 22 December 1992.

3. Thus, for 1994-1995 and beyond, the Unit intends to concentrate its activities on inspection, investigation and evaluation in the following main areas: (i) management, budgetary and administrative issues; (ii) operational activities for development; (iii) peace-keeping; (iv) humanitarian assistance; and (v) women's issues.

4. In chapter V of the present report, the activities involved and the methodology for their implementation, are described in greater detail.

5. At its forty-sixth session, the General Assembly adopted decision 46/446 of 20 December 1991, in which the Assembly, inter alia, "requested the Advisory Committee [on Administrative and Budgetary Questions] within its mandate and with due respect to the statute of the Joint Inspection Unit, to examine the functioning of the Joint Inspection Unit, including the proposals thereon contained in paragraphs 12 to 16 of the 1991 report of the Unit, and, taking into account the views of the Unit on this subject, to submit to the General Assembly at its forty-seventh session recommendations for the enhancement of the productivity and performance of the Unit".

6. During the period under review, the Unit intensified its contacts with Member States and participating organizations in conformity with the recommendations of the Advisory Committee on Administrative and Budgetary Questions as contained in its report on the functioning of the Joint Inspection Unit (A/47/755), prepared in accordance with decision 46/446.

7. Indeed, some of the reports before the current session of the General Assembly and/or currently under completion were prepared on the basis of a series of intensive discussions held with the representatives of a number of participating organizations, as well as with the officials of some Member States.

8. In addition, Inspectors are determined to continue searching for other measures which would help enhance the Unit's effectiveness and credibility.

Accordingly, they have submitted for the consideration of the General Assembly proposals set forth under paragraph 40 of the present report.

9. The General Assembly, by decision 46/446 referred to above, acknowledged receipt of the annual report of the Unit for 1990-1991, took note of its work programme for the same period and decided, inter alia, to conduct during its forty-seventh session, an in-depth discussion of the reports of the Unit for the periods 1990-1991 and 1992-1993.

10. At its forty-seventh session, on the recommendation of the Fifth Committee, the General Assembly adopted resolution 47/201 of 22 December 1992, by which, inter alia, it considered and took note of the reports of the Joint Inspection Unit for 1990-1991 1/ and 1991-1992 2/ and of its work programmes for the same periods (A/46/89, annex, and A/47/119, annex), as well as the reports of the Secretary-General on the implementation of the recommendations of the Unit (A/46/219 and A/47/373) and the report of the Advisory Committee on Administrative and Budgetary Questions on the Joint Inspection Unit (A/47/755), submitted in accordance with paragraph (g) of decision 46/446.

11. In the same resolution, the General Assembly decided, in accordance with its resolution 46/220 of 20 December 1991, to resume consideration of both the reports of the Joint Inspection Unit and that of the Advisory Committee on Administrative and Budgetary Questions at its forty-eighth session.

12. In the light of the foregoing, the two previous annual reports of the Unit for 1990-1991 and 1991-1992, together with the present annual report covering the period 1 July 1992 to 30 June 1993, are formally before the General Assembly at its current forty-eighth session. Given the complementarity of these reports, it is appropriate that they be considered concurrently.

II. PARTICIPATING ORGANIZATIONS

13. The following are the organizations that have accepted the statute of the Joint Inspection Unit: 3/

United Nations and its affiliated bodies;

International Labour Organization (ILO);

Food and Agriculture Organization of the United Nations (FAO);

United Nations Educational, Scientific and Cultural Organization (UNESCO);

International Civil Aviation Organization (ICAO);

World Health Organization (WHO);

Universal Postal Union (UPU);

International Telecommunication Union (ITU);

World Meteorological Organization (WMO);

International Maritime Organization (IMO);

World Intellectual Property Organization (WIPO);

United Nations Industrial Development Organization (UNIDO);

International Atomic Energy Agency (IAEA).

III. COMPOSITION OF THE UNIT

14. The composition of the Unit as at 30 June 1993 was as follows:

Mrs. Erica-Irene Daes (Greece)*** Chairman
Mr. Andrzej Abraszewski (Poland)*** Vice-Chairman
Mr. Fatih Bouayad-Agha (Algeria)****
Mr. Richard V. Hennes (United States of America)***
Mr. Homero L. Hernández-Sanchez (Dominican Republic)****
Mr. Boris P. Krassouline (Russian Federation)****
Mr. Kahono Martohadinegoro (Indonesia)**
Mr. Francesco Mezzalama (Italy)****
Mr. Khalil I. Othman (Jordan)****
Mr. Tunsala Kabongo (Zaire)***
Mr. Raúl Quijano (Argentina)*

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* Term of office expires on 31 December 1993.

** Term of office expires on 31 December 1994.

*** Term of office expires on 31 December 1995.

**** Term of office expires on 31 December 1997.

15. In accordance with article 18 of its statute, the Unit elected Mrs. Erica-Irene Daes as Chairman and Mr. Andrzej Abraszewski Vice-Chairman for the calendar year ending 31 December 1993. During the year 1992, Mr. A. Daoudy and Mrs. E. Daes were, respectively, Chairman and Vice-Chairman.

16. Since the term of office of Mr. K. Martohadinegoro expires on 31 December 1994, the General Assembly, in conformity with articles 2, 3 and 4 of the Unit's statute, is scheduled to consider at its forty-eighth session the appointment of an Inspector to fill the resulting vacancy.

17. Inspectors believe that the General Assembly should continue to pay special attention to the selection and appointment of Inspectors, in accordance with the requisite qualifications stipulated under article 2 (1) of the statute of the Unit.

IV. SECRETARIAT 4/

18. The Unit, like all the other similar bodies of the United Nations system, relies to a large extent on the secretariat staff, which prepare the documentation and assist in the work of inspection, investigation and evaluation by the Inspectors in the preparation of their reports and notes.

19. Furthermore, being a systemwide entity, the Unit's functions and responsibilities are accordingly more comprehensive than those of similar bodies. The role of its secretariat is thus crucial to its efficiency and effectiveness.

20. The Inspectors wish to recall, in this connection, that the Unit's staff manning table has not changed for over 14 years, despite repeated pleas for action to improve the situation. At present it consists of an Executive Secretary at the D.2 level, seven research officer posts (three P.5s, one P.4, two P.3s and one P.2), plus 10 General Service posts.

21. The Inspectors are of the view that the Unit needs to be adequately staffed to face a greater number of activities and responsibilities, including inspection, investigation and evaluation, in order to reflect the changing realities and priorities, particularly, in the fields of peace-keeping operations and humanitarian assistance, which involve substantial resource requirements - technical, human and financial.

22. While the Inspectors are determined to keep a satisfactory rhythm of production, despite the scarcity of human resources, they will refrain from reiterating the requests to strengthen the staffing capacities made in previous reports in consideration of the existing financial constraints. The proposals made in this connection remain valid, however, and the Unit hopes that they can be met at a more favourable juncture taking into account the new and emerging areas of responsibilities and priorities of concern to the United Nations system and its Member States and the need to build up the Joint Inspection Unit in all respects, to the level and profile commensurate with its system-wide mandate and responsibilities.

V. WORK PROGRAMME

23. The General Assembly, in paragraph 3 of its resolution 47/201 of 22 December 1992, invited the Joint Inspection Unit, when drawing up its work programme for 1993 and its preliminary work programme for 1994-1995 and beyond, to make proposals reflecting the recommendations contained in the report of the Advisory Committee on Administrative and Budgetary Questions (ACABQ) and to submit the work programme to the Assembly as soon as possible. In addition, at its previous sessions, the Assembly had called on the Unit to take a more selective approach in establishing its work programme by focusing greater attention on management, budgetary and administrative issues (resolution 45/237). At its forty-sixth session, the Assembly adopted decision 46/446 and, in paragraph (g) of which it implicitly requested, inter alia, the Unit to give its views on its functions and on how to enhance the productivity and performance of the Unit (see chapter VI for the Unit's views).

24. Accordingly, the Unit was guided by the above resolutions and decision when drawing up its work programme in conformity with article 9 of its statute. As in the past, the work programme also reflects proposals and suggestions made by the participating organizations. In addition, the Unit was also guided in this exercise by relevant resolutions and decisions of the governing bodies of its participating organizations. Some of the subjects covered by the work programme derive from legislative organs of those organizations. The work programme also provides indications for the Unit's work for 1994-1995 and beyond.

25. Indeed, Inspectors believe that they have received adequate guidance from the above resolutions in the carrying out of their activities during the period under review. They are determined to continue their efforts along these lines in order to make their reports and recommendations increasingly reflect the concerns and priorities of the participating organizations.

26. The work programme was submitted to the Secretary-General during the beginning of the year, in accordance with article 9 of the statute of the Joint Inspection Unit, and was circulated under the symbol A/48/129.

A. Analysis of the work programme for 1993 and the methodology for its implementation

27. The work programme comprises two major sections: (a) the work programme for 1993, which covers management, programme and policy studies, as well as operational activities for development, and (b) indications of the future work programme.

28. The underlying concern of the Unit was to be as receptive as possible to the changing realities and priorities of Member States and its participating organizations. Thus, some of the individual reports of the Unit during the current year deal with subjects which are not only topical and of system-wide interest, but are also of a nature likely to lead to substantial cost savings for the Member States and/or could result in the improvement of management efficiency and better use of resources by the participating organizations.

29. Further, the preparation of most of the reports has involved, from their inception, closer and more frequent contacts with the participating organizations and, in some cases, consultations with a number of Member States, as necessary. Indeed, the Chairman and the Inspectors have visited, within the limited financial resources, individually or collectively, a number of agencies at United Nations Headquarters and, in a few cases, undertook direct field

missions for intensive consultations with Senior Officials involved either in ongoing peace-keeping operations or those officials responsible for the management of important budgetary and administrative projects or programmes of the organizations of the United Nations system in many parts of the world.

30. This was the case particularly for the following reports of the Unit - just to cite a few: (a) review of staffing of the United Nations peace-keeping and related missions (civilian component); (b) assessment of accountability and oversight processes in the United Nations system; (c) a review of the specific development needs of small Member States and the responsiveness of the United Nations development system in meeting those needs; (d) technology transfer and the United Nations system; (e) contribution of the United Nations system to the economic, social and political advancement of women; (f) working with non-governmental organizations: Operational activities for development of the United Nations system with non-governmental organizations and Governments at the grass-roots and national levels: an assessment of progress and prospects.

31. These and other studies undertaken by the Unit during the period under review are summarized under chapter VII of the present report.

B. Preliminary work programme for 1994-1995 and beyond

32. As stated in paragraph 23 above, General Assembly resolution 47/201, in paragraph 3 requested the Unit to include in its current work programme indications for its future work after 1993 and beyond. The work programme for 1993 (A/48/129) describes in detail indicative directions of the Unit's work programme and activities for 1994-1995 and beyond. Accordingly, a brief resumé of this information is given below. In the future, the Unit intends to carry out its activities of inspection, investigation and evaluation in the following four interrelated areas, some of which have been, over the years, regular fields of the Unit's activities, while others are new ones arising mainly from changing international relations.

1. Management, budgetary and administrative issues. As requested by the General Assembly of the United Nations in resolution 45/237, the Unit has been devoting increasing attention to these matters over the past few years. Under active consideration for the future are the following topics:

(a) Accountability on the oversight mechanisms of the United Nations system (generated internally);

(b) A review of records systems in the United Nations system (proposed and reiterated by FAO);

(c) A system-wide study on the lapse factor (methods employed to adjust for staff turnover and delays in recruitment) (proposed by UNESCO);

(d) A comparative review of medical coverage schemes within the United Nations system (proposed by FAO);

(e) Comparative review of the terms of reference, modalities for operation and size of the Working Capital Funds in the organizations of the United Nations system (proposed by the United Nations);

(f) Comparative review of staff compensation plans in the United Nations system (proposed and reiterated by FAO);

(g) Assessment of printing arrangements within the United Nations system (proposed by FAO);

(h) Communications in programmes for development in the United Nations system (proposed by UNESCO);

(i) Telecommunications in the United Nations system, requested by FAO.

2. Operational activities for development. In addition to previous and current coordination studies (for example, cooperation with multilateral financial institutions and the United Nations system; cooperation with non-governmental organizations), the following topics are under active consideration for the future:

(a) Relationship between the funding agencies of the United Nations system and the United Nations Secretariat, particularly the regional commissions and UNFPA (proposed by ECLAC);

(b) The effectiveness of assistance and technical backstopping provided by the United Nations development system to United Nations funded technical advisers in developing countries and countries in transition (generated internally);

(c) Technology transfer and the United Nations system (generated internally);

(d) Impact of the new support cost arrangements of UNDP (proposed by FAO and the United Nations);

(e) Government execution of UNDP-funded technical cooperation projects (generated internally).

3. Peace-keeping. Further to the Notes prepared in 1992 (JIU/NOTE/92/1) and in 1993 (JIU/NOTE/93/1) on peace-keeping missions, the Unit has included the following topics in this rapidly expanding area for active consideration for future years:

(a) Collection of peace-keeping arrears (generated internally);

(b) Planning and management of peace-keeping operations (proposed by the United Nations);

(c) Sharing peace-keeping responsibilities: the United Nations and regional organizations (generated internally).

4. Humanitarian assistance. Further to its earlier studies of the mid-1980s on humanitarian programmes, the Unit is actively considering updating reports in this area (for example, UNHCR, UNRWA), as well as responding to a proposal on the role of the Economic Commission for Africa in managing emergency, humanitarian and rehabilitation activities (proposed by the United Nations).

VI. ROLE AND FUNCTIONS OF THE JOINT INSPECTION UNIT AND ITS OWN VIEWS AND PROPOSALS FOR ENHANCING ITS PRODUCTIVITY AND PERFORMANCE

33. In conformity with the provision of paragraph "g" of decision 46/446 (see para. 5 above), a meeting took place between members of the Joint Inspection Unit and ACABQ at Geneva on 8 and 11 June 1992. The meeting was also an opportunity for informal but far-reaching and intensive consultations on matters of mutual interest between individual members of ACABQ and JIU. The Unit's annual report for 1991-1992, 2/ in its paragraphs 69 to 70, gave an account of this joint meeting.

34. In the light of the foregoing, the Joint Inspection Unit believes that its views, as requested by the aforementioned decision of the General Assembly, were fully taken into account by the Advisory Committee on Administrative and Budgetary Questions in preparing its report to the Assembly at its forty-seventh session. Indeed, in the words of the Committee:

> "The meetings in June 1992 were more extensive and wide-ranging than usual and afforded the Committee the opportunity to exchange views with the Inspectors on a number of issues including the Unit's working conditions and methods, the treatment of its reports as well as the Inspectors' ideas for future improvement. The Committee was also provided with additional written information from the Inspectors" (A/47/755, para. 2).

35. The Inspectors wish to recall that the Advisory Committee on Administrative and Budgetary Questions made a number of recommendations on action to be taken by the Unit to enhance its effectiveness and relevancy to Member States and participating organizations.

36. The Joint Inspection Unit considered those remarks and has, in fact, implemented a number of the recommendations made by the Advisory Committee on Administrative and Budgetary Questions through its current work programme and improved programming approach. The Inspectors have continued to take a number of measures, such as reorientation of the Unit's work programme, with emphasis on inspection, investigation and evaluation, paying greater attention to management, budget and administrative matters, and concentrating on topical issues. They have also intensified their consultations with the participating organizations on their activities. The overall aim is to strengthen the Unit and streamline its working procedures and programming methods with a view to enhancing its productivity and performance. Indeed, the preparation of the current work programme and the reports of the Unit have involved, more than in the past, active consultations, including visits, discussions and communications - in various forms - with the participating organizations. Above all, as stated in paragraphs 6 and 7 above, consultations were also held with senior officials of some Member States. In addition, internal meetings were frequently held by Inspectors, particularly concerning ongoing work and activities.

37. Indeed, the Joint Inspection Unit has taken a series of measures to improve its programming methods. But there is equally a need for the participating organizations to make further efforts to supplement JIU action. The executive heads of the participating organizations should endeavour to ensure timely issuance of comments on JIU reports in order to enable the governing bodies concerned to consider these reports in a timely and more business-like manner. In the two previous annual reports of the Unit 1/, 2/ the poor performance of

agencies was reported on in this respect. It is regrettable that the situation has not improved.

38. Further, the Unit's work programme, reports and recommendations do not always receive proper consideration by the governing bodies of the participating organizations concerned; the substance is hardly given due consideration. Some of the agencies just "take note of" these reports. The Joint Inspection Unit is of the view that substantive review of its reports by the legislative organs and the compliance and follow-up of its recommendations by the executive heads and the secretariats of the participating organizations would enhance its effectiveness. The Unit believes that improved action on the part of all concerned is needed, in order to fulfil its mandate in improving management efficiency and methods, in promoting proper use of funds and in achieving greater coordination between the organizations of the United Nations system.

39. There is undoubtedly a need for a change. It is strongly recommended that the General Assembly should take the appropriate action to ensure that the work programme and the reports of JIU, particularly those with potential financial implications, are reviewed in substance by the relevant organs of the Assembly.

40. As a means of contributing to improved action, the Unit therefore submits the following proposals for consideration by the General Assembly:

(a) On the recommendation of CPC, ACABQ and/or ACC, and on its own initiative, the General Assembly may undertake each year a thorough substantive review of the proposed Joint Inspection Unit programme of work and decide on activities which should be inspected, investigated and evaluated by the Unit with a corresponding order of priority;

(b) The Joint Inspection Unit should be invited to present any JIU report which has financial implications to ACABQ for subsequent review and decision by the General Assembly and, mutatis mutandis, to the legislative organs of the organizations concerned. The General Assembly should take action to this effect. Inspectors should have the opportunity to introduce their reports directly to the governing bodies concerned and to participate in the deliberations thereon. (The Unit believes that articles 11 and 12 of its Statute should be given a more functional and operational meaning);

(c) Similarly, it is proposed that the provision of article 20 (1) of the Statute should be strictly adhered to by all parties concerned by inviting the Unit to be represented at meetings when its budget estimates and/or other financial requirements are being discussed;

(d) The General Assembly should authorize the study of the feasibility of the use of national experts to assist the Joint Inspection Unit in the execution of some of the Unit's important activities in fields such as peace-keeping operations and humanitarian assistance. Modalities for that form of cooperation could be mutually worked out between the parties concerned; the experts' services would be subject to the provisions of relevant articles of the Statute and/or to the staff rules and regulations of the United Nations;

(e) The General Assembly should also request the Secretary-General to examine the possibility for the Joint Inspection Unit to have access to extrabudgetary resources to fund specific projects relating to the operational activities of the participating organizations, which are funded by extrabudgetary resources, without prejudice to article 20 of the JIU Statute;

(f) The need for an annual meeting between all review and advisory bodies, including ACABQ, CPC, ICSC and the Board of External Auditors, to consult on

their respective work programmes in order to promote more effective coordination among them. Closer cooperation and coordination between those bodies could only improve the analysis of complex problems of the United Nations system and promote broad reform measures in the common interest;

(g) The Unit should have at its disposal appropriate technical tools to carry on more stringent activities of inspection, investigation and evaluation on correct management policies, in accordance with articles 5 and 6 of its Statute.

VII. FOLLOW-UP OF REPORTS

A. Implementation of JIU recommendations

41. The Secretary-General of the United Nations each year issues a report on the implementation of recommendations of the Unit, which, in turn, makes comments on this report. Indeed, the General Assembly, in paragraph 2 (d) of resolution 45/237, requested JIU to provide, in its annual report, a more detailed commentary on the implementation of its recommendations by the United Nations and other participating organizations.

42. In conformity with practice, the Unit submitted to the Secretary-General four reports, which were issued between 1986 and 1990. The Unit presents its comments on the four reports, following the same order as in the Secretary-General's report.

1. Management of Interpretation Services in the United Nations System (JIU/REP/86/5, A/41/648, annex)

43. The report focused mainly on the cost and nature of interpretation services, the supply and demand for interpreters, the balance between the use of freelance interpreters and regular staff interpreters, efforts at interorganizational cooperation and the critical underlying issue of orderly conference calendars, and potentials for use of modern technologies.

44. By decision 42/455, the General Assembly took note of the report.

45. The Unit is in agreement with the detailed comments provided by the Secretary-General on the implementation of the recommendations by the United Nations and other participating organizations. It appreciates continued coordinated efforts by the agencies to enhance the efficiency of the interpretation services within the system. Enhancement of those services, as recommended in the report, is a process. The Unit notes with satisfaction the agencies' awareness of the permanent character of improvement measures recommended in the report. Despite impediments being encountered, implementation efforts should be continued, particularly given the prevailing financial crises.

2. Autonomous Research Institutes of the United Nations (JIU/REP/87/4, A/42/540, annex)

46. The report was prepared in response to a suggestion from the United Nations for an independent inquiry into the administrative and financial arrangements for eight autonomous research institutes that have formal and functional links with the United Nations (UNITAR, UNSDRI, UNRISD, UNIDIR, INSTRAW, CELADE, ILPES and IDEP), and their respective problems with a view to improving their efficiency.

47. At its forty-third session, the General Assembly, by decision 43/453, took note of the report and the related comments of the Secretary-General.

48. The Unit notes the Secretary-General's comments on the implementation of the recommendations contained in the report. It shares his views that difficulties facing some of these institutes derive mainly from irregular payments of contributions by the Member States. There has also been a lack of strong support from UNDP. The Unit regrets to state, however, that only very

timid efforts have been made to implement efficiency measures that were proposed in the report such as the need for financial stability through the creation of a reserve fund, more active action for voluntary contributions and the pursuit of income-generating activities by the institutes. The Unit does not share reasons given in this respect. In addition, a very casual consideration has been given to recommendation five of the report concerning possibilities for African countries to use part of their IPFs to pay their assessed contributions to IDEP.

49. As regards the non-implementation of recommendation No. 6 of the report, while the Unit shares the Secretary-General's reasons, it is however encouraged to note that the two institutes concerned, the United Nations Institute for Disarmament Research (UNIDIR) and the Office of Disarmament Research (ODR), now maintain closer cooperation, thus, ensuring complementarity for greater efficiency.

50. The Unit will be interested in receiving information concerning future action taken in respect of these recommendations.

3. Human Resources Development Through Technical Cooperation (JIU/REP/89/10, A/45/113, annex)

51. There is not yet an established mechanism within the United Nations system for coordinating technical cooperation programmes of different agencies. The report contains three recommendations addressed to the Secretary-General of the United Nations, and agencies of the United Nations system, as well as to the Member States and intergovernmental bodies.

52. The General Assembly considered the report at its forty-fifth session in connection with agenda items 79 "Development and international economic cooperation" and 123 "Joint Inspection Unit". The General Assembly, in its resolution 45/191, took note of the report.

53. The Unit notes with satisfaction the detailed comments provided by the Secretary-General on the implementation of the recommendations. While recommendation No. 1 of the report, for reasons given, was not implemented, the Unit is happy to note that recommendations No. 2 and No. 3 were considered as important and topical by ACC and the participating organizations and that action on those recommendations is being taken.

4. Coordination of Activities Related to Early Warning of Possible Refugee Flows (JIU/REP/90/2, A/45/649)

54. Early warning of possible refugee flows has been accorded a high priority by the States Members of the United Nations. The JIU report reviewed actual and possible involvement of various entities of the United Nations system in activities that may contribute to the early warning of possible refugee flows. The report contained five recommendations, of which two were addressed to the Secretary-General and three were addressed to ACC.

55. The General Assembly, in paragraph 7 of its resolution 45/153 of 18 December 1990, welcomed the report.

56. The Unit notes with satisfaction the wide, positive and timely response sustained by the report. ACC and the participating organizations have taken commendable requisite measures. The Unit is encouraged to note that the majority of the recommendations have either already been implemented or are in the process of being implemented.

57. Accordingly, the Unit expresses its appreciation for the detailed reporting provided by the Secretary-General on this report.

B. Analysis of cost-savings contained in the reports and notes issued by the Joint Inspection Unit over the last seven years (1985-1992)

58. The Joint Inspection Unit believes that its reports and notes, over the years, have led to significant and recurring cost-savings in many areas of concern to Member States and the participating organizations. As stated in paragraph 45 of its annual report for 1992, 2/ "the Unit has participated in identifying fundamental system-wide problems", in defining the framework of discussion, "in providing information on existing processes and new approaches throughout the system, in offering recommendations or corrective action and new directions, and in monitoring and reporting on subsequent performance and changes over the years as the improvement process continues. Many past JIU reports continue to be very relevant to policy deliberations" and to activities of many participating organizations.

59. It is difficult, however, to assess precisely the Unit's performance and impact over the years. In some cases, JIU reports and recommendations have led directly to policy changes, new guidelines and programming processes, and cost-savings and greater effectiveness in various operations of the United Nations system. In other cases, its recommendations have had little or no effect. In the large majority of cases, as implied above, JIU efforts have become an element of an ongoing process of assessment, debate and improvement in the various agencies.

60. Despite obvious inherent difficulties in quantifying productivity and performance, particularly of a non-profit international public institution, the Unit intimated in paragraph 60 of its previous annual report, referred to above, that such a cost-saving analysis would be carried out.

61. This has now been done by a senior consultant, who carried out an analysis of cost-saving measures contained in JIU reports and notes issued by the Unit over the last seven years (1985-1992). A summary of his terms of reference and his main findings, conclusions and recommendations may be issued as an addendum to the present annual report of the Unit.

VIII. INTERACTIONS

62. During the year under review, the Unit maintained contacts with a number of management and financial bodies having similar responsibilities, in particular, the Committee for Programme and Coordination, the Board of Auditors, the Panel of External Auditors, the Advisory Committee on Administrative and Budgetary Questions, the Inter-Agency Meeting on Language Arrangements, Documentation and Publications, and other management, evaluation and audit services of secretariats of several participating organizations.

63. The Unit also participated in the first part of the thirty-third session of the Committee for Programme and Coordination, during which the Committee considered a JIU report on "United Nations system cooperation with Multilateral Financial Institutions" (JIU/REP/92/1). In addition, just to mention some, the Unit attended the 1993 substantive session of the Economic and Social Council held at Geneva; the UNCTAD Meeting on Transfer of Technology within the United Nations System; the Annual Conference of the International Labour Organization; and the Inter-Agency Working Group on Evaluation.

64. Given the increasing importance of those contacts, the Inspectors plan to intensify their efforts in that regard in the years ahead.

IX. SUMMARIES OF JOINT INSPECTION UNIT REPORTS AND NOTES

A. "Towards an integrated library network of the United Nations system" (JIU/REP/92/5 - A/47/669, annex)

65. One of the major problems facing the family of United Nations organizations is how to put at the service of the world-wide community its enormous information potential. In the Inspector's view, the problem is to be resolved through creating a system-wide network of library and information services. Certain preconditions for the network have been created.

66. Since the mid-1980s, most libraries of the United Nations system have significantly increased utilization of modern information and telecommunication technology for improving their operations. Integrated management systems have been installed in many of them. In others, it is either planned to set up such systems or they are already partially operating. In a few organizations (ILO, UNESCO), tangible efforts are being made to develop a network of internal libraries and documentation centres, within which libraries play an important part. Thus far UNESCO is carrying out a "Clearing House" programme aimed at coordinating harmonization and gradually forging the many information services of UNESCO into a single system. Also ambitious in this respect is the United Nations Medium-Term Plan (1992-1997), which aims at creating a global network of conference and library services so that it can be used for electronic storage, remote retrieval and transmission of texts and images world wide.

67. Certainly, the acquisition of technology to modernize libraries involved significant expenditure and effort on the part of the organizations, but much will be necessary. In those circumstances, it is imperative to ensure maximum cost-effectiveness. Here again, it needs to be mentioned that the major advantage of networking is one-time loading of information by any part of the network and the subsequent possibility of multiple access to this information by all parts of it. Otherwise, duplication of acquisitions and irrational use of financial and human resources are unavoidable.

68. In order to ensure progressive movement towards creating an integrated library network, the Inspector suggests the following:

Recommendation 1

Increased attention should be given by organizations of the United Nations system to establishing effective linkages between all components of existing or potential networks with special emphasis on hardware and software used by libraries and documentation centres in order to ensure their compatibility.

Recommendation 2

The organizations of the United Nations system should ensure that the relationships among different parts of their networks of internal libraries and documentation centres are clearly specified with proper planning and management techniques for even the smallest units.

Recommendation 3

Those responsible for the libraries (chiefs of conference services, library directors or chief librarians) should ensure that their experience in production and administering databases is made available within their own organizations to documentation centres, reference libraries and units.

Recommendation 4 5/

The administrative and functional accountability of the UNOG library should be clearly established, given the ongoing process of streamlining of the Secretariat's functions and operations which, in particular, resulted in incorporating the Office of Conference Services, of which the United Nations Library is a part, into the Department of Administration and Management. It would be timely and advisable to revise Section Q (Part II) of the Organization Manual (ST/SGB/Organization/Section Q/Rev.2), as appropriate.

Recommendation 5

A permanent inter-library panel should be created, preferably on the basis of the existing, under the auspices of the Technical Panel on Inter-Library Cooperation Standards and Management of the Administrative Committee on Coordination, for discussing issues of system-wide concern and elaborating policy recommendations thereon to the organizations and agencies. These may wish to consider providing resources to their libraries to cover expenses for participation in the work of the panel.

Recommendation 6

In view of the rapid automation of the United Nations libraries and changing their working methods, the organizations and agencies of the United Nations system should pay particular attention to qualifications of librarians. Two ways of enhancing the quality of the staff of the libraries should be considered as a matter of priority:

(a) Professional training of librarians, including their temporary assignment to national libraries with highly advanced technological systems;

(b) Recruitment of librarians with advanced knowledge in information technology.

B. "Decentralization of organizations within the United Nations system: Part I. Deconcentration and managerial processes Part II. Comparative approaches" (JIU/REP/92/6)

69. Although the subject of decentralization has been much discussed within the United Nations system for many years, only in the last few years has it begun to find practical expression in some organizations. The profound changes that have occurred in the memberships of the organizations and in the international political, economic and social fabric since the United Nations system came into being, and more dramatically in the recent past with the end of the cold war, have justifiably heightened pressure for a thoroughgoing reform of the operational structures of the United Nations system to enable it to interact more creatively with the different regions, peoples and cultures which constitute the organizations' universal constituency.

70. The resolutions of the United Nations General Assembly and of other governing bodies of the system on the subject of decentralization constitute an authoritative source of policy guidance for the restructuring efforts that are inevitable for the United Nations system. But overall progress has been chequered, and no clear overarching strategy of decentralization has been developed as yet at the level of ACC, save for the very initial steps in this direction by CCSQ/OPS.

71. The report concludes that such a coordinated and strategic approach involving all the organizations of the United Nations system is indispensable and urgently needed in view of the rapidly evolving nature and scope of operational activities for development and the new modalities of technical cooperation mandated by United Nations General Assembly resolution 44/211. Moreover, the scourge of famine, drought, AIDS, uprooted populations, civil wars and deepening social misery in many parts of the world dramatically calls for significant strengthening of the field presence and operational capabilities and responsiveness of the organizations working as an integrated field force.

72. This implies that the decentralization process of the United Nations system should go far beyond half measures or the mere tinkering with existing structures and procedures. It should focus squarely on the feasibility of establishing United Nations system integrated, multidisciplinary regional development mechanisms similar to the structures of regional development banks, and responsible for the organizations' operational activities for development. Decentralization could also strive at achieving, if possible, a more global pattern in the location of the seats and programmes of the organizations.

73. The report offers the following main recommendations:

Recommendation 1. Strengthening of regional and interregional cooperation

The Secretary-General, in pursuing his current efforts at the reform of the United Nations Secretariat in the economic, social and related sectors, should consider the need to ensure full implementation of all the provisions of section IV of the annex to General Assembly resolution 32/197 of 20 December 1977, taking into account:

(a) The proposals made in chapter I of part II of this report with respect to the need for functional integration between the regional commissions and global secretariat entities in the economic, social and related sectors;

(b) The paragraphs above and recommendation 6 below concerning the feasibility of establishing a United Nations system of integrated and multidisciplinary regional development structures.

Recommendation 2. Coordinated approach to decentralization

(a) The Administrative Committee on Coordination (ACC) should develop a harmonized framework of decentralization, including degrees of authority decentralized to the field by all the organizations, the complementarities of roles at headquarters, regional and country levels, the grade structures of representation, communications and information management systems. The proposed framework should fully reflect the increasingly intersectoral nature of operational activities for development, the new modalities of technical cooperation, the marked disparities among regional, subregional and country situations, and work already done on the subject by JCGP organizations, and measures proposed in recommendation 6 of the present report;

(b) All the specialized agencies should take advantage of the United Nations telecommunication network pursuant to resolution 50 of the ITU Plenipotentiary Conference of 1989.

Recommendation 3. Mandatory target of decentralization

The governing bodies should establish decentralization targets to be achieved by their respective organizations within a specified time-frame. Because of the differing constitutions and circumstances of the organizations,

the Inspector recommends no hard and fast target, but believes that the targets should reflect the volume of each organization's technical cooperation activities, and measures proposed in recommendation 6 of the present report.

Recommendation 4. Integration of development cooperation with regular programmes

Organizations which have not yet done so should further integrate development cooperation concerns within their regular programme functions, backed by constitutional amendments, if necessary, as done by ITU in 1989.

Recommendation 5. Professional staff composition of decentralized units

Measures should be introduced to restore fully the international character of the professional staffing tables of decentralized units in each region (excluding national professional officers, associate experts and junior professional officers), so that not more than 40 per cent of internationally recruited staff should originate from any one region. This recommendation applies in particular to United Nations regional commissions, member organizations of JCGP, WHO (excluding PAHO), FAO, UNESCO and ILO. Appropriate accompanying measures may be necessary, such as intensive language training, to satisfy the linguistic conditions of service in some regions.

Recommendation 6. Towards a regional system of decentralization

The United Nations Economic and Social Council, in the context of its revitalized mandate and new global developments, and in accordance with Articles 55, 62 and 63 of the United Nations Charter, should initiate studies and consultations with all appropriate governing bodies so as to determine the feasibility of establishing a United Nations system of integrated and multidisciplinary regional development mechanisms or of transforming the regional commissions into a United Nations system of regional commissions along the tentative lines suggested in the present report.

Recommendation 7. Decentralization of the venues of governing body sessions

Following the practice established by the governing bodies of UNCTAD, IAEA, ITU, UPU, and UNESCO, the Economic and Social Council, UNDP Governing Council, UNICEF Executive Board, and General Conferences of other organizations may wish to review the possibility of meeting periodically away from their organization's headquarters on a rotating regional basis. To that end, the secretariats should develop a set of incentives designed to motivate Member States to host legislative sessions within their territories, in the context of United Nations General Assembly resolution 40/243 of 1985.

Recommendation 8. Progressive decentralization of the organizations' headquarters

(a) The Administrative Committee on Coordination should develop a minimum set of criteria (for example, adequacy and efficiency of logistic and communications infrastructure, racial tolerance and harmony, security and safety conditions, cost and standard of living, readiness and ability of host cities or Governments to provide rent-free premises and/or contribute substantially towards removal and installation costs etc.) to be fulfilled by Member States currently serving as host or wishing to serve as host to the headquarters or some divisions of any organization, to ensure that present and future headquarters agreements are uniform and fully serve the needs of all Member States, the organization and their staff;

(b) The seats of the organizations should therefore not be considered permanent, constitutionally or otherwise, and discussion of the relocation of some of them could be placed on the agendas of the governing bodies following competitive bidding procedures based on ACC criteria and other considerations set forth in this report, mutatis mutandis, with the ultimate goal of achieving a more global pattern of location of headquarters for the benefit of the organizations and the international community;

(c) The governing bodies of organizations wholly concerned with development-related issues could consider the possibility of gradually moving the seats of these organizations or some of their services to the developing regions, subject to (a) and (b) above. Similar consideration should be given in the context of this recommendation to the Nordic countries, as well as Central and Eastern Europe and the Commonwealth of Independent States.

C. Managing works of art in the United Nations (JIU/REP/92/7)

74. In their continuing effort to improve the focus and action-oriented character of the reports of the Unit (see General Assembly resolutions 45/237 of 21 December 1990 and 47/201 of 22 December 1992), the Inspectors presented succinctly the problems of the United Nations in managing works of art in its possession and their recommendations on how to deal with them.

75. The Inspectors concurred with the view expressed by the Secretary-General in 1990 in reporting to the General Assembly on the maintenance of United Nations premises, that management of works of art in the Organization is presently inadequate. Gifts of Member States, private institutions and individuals are not being given proper care and attention. There is no coherent acquisition-de-acquisition policy and no vision to guide the purpose and direction of what has come to the United Nations collection, though this collection has reached a significant size and value monetarily, artistically and culturally. In addition, no adequate arrangements have been made for systematic, professional registry, evaluation, conservation, control or protection of the United Nations collection.

76. To address these problems and to prevent further loss or damages to the United Nations collection owing to mismanagement, the Inspectors have proposed the following recommendations:

Recommendation 1

That the Secretary-General make proposals to the General Assembly at the earliest possible date for adoption by Member States of an arts policy for the United Nations.

Recommendation 2

That the Secretary-General undertake the reorganization and strengthening of the arts committee, specifying its composition and terms of reference, and report thereon to the General Assembly at an early date.

Recommendation 3

That the Secretary-General inform Member States of the specific and detailed measures he plans to take to develop, preserve and safeguard the art collection of the United Nations, including his proposed programmes for registry, evaluation, conservation, insurance and protection.

Recommendation 4

That the Secretary-General, in the interest of an effective arts policy over the long term, should engage a professional curator to assure the relevance, coherence and value of the United Nations collection. The curator could be appointed on a part-time basis.

D. Some proposals for improving the peace-keeping operations of the United Nations (JIU/NOTE/92/1)

77. In a preliminary review of the institutional adequacy of the United Nations for peace-keeping activities, certain ideas occurred to the Inspectors which they believed might be immediately useful to the Secretary-General in the context of his vital study entitled "An Agenda for Peace" (A/47/277).

78. Accordingly, the following recommendations were made for the consideration of the Secretary-General in the Joint Inspection Unit's Note 92/1 of October 1992 sent to him:

A. Managerial recommendations

That the Secretary-General designate a financial coordinator for each peace-keeping operation, who will be allocated all United Nations financing for the operation and will be personally responsible for its expenditure and accounting, including the economic distribution or safe storage of supplies and equipment remaining after the termination of an operation.

That the Secretary-General develop plans for creating, training and maintaining within the Secretariat teams possessing a proper balance of skills and available for rapid deployment in support of peace-keeping operations and that this additional cost be funded from the interest earned on the Peace-keeping Reserve Fund.

B. Financial recommendations

That the Secretary-General propose to the General Assembly that the revolving Peace-keeping Reserve Fund he has recommended be capitalized out of existing and prospective peace-keeping surpluses (e.g., UNTAG and UNIIMOG) and supplemented by the net payments of all presently existing arrears (peace-keeping and regular budget), after the Working Capital Fund has been replenished, and existing obligations discharged.

That the Secretary-General consider modifying his budgeting for, and reporting on, peace-keeping operations in the direction of greater transparency and precision:

(a) By creating a single financial account for peace-keeping operations financed from assessments;

(b) By issuing periodic status reports frequently and from the beginning of an operation, and that these reports include all financial information, including the payment or non-payment of assessments;

(c) By requesting Internal Audit to report regularly on the state of peace-keeping finances and to monitor closing expenses and the disposition of resources;

(d) By identifying all costs and funding related to peace-keeping operations, including those peace-keeping expenditures financed by the regular budget of the United Nations and those regular budget expenditures financed by peace-keeping funds.

C. Recommendations concerning contributions of troops

That the Secretary-General propose to the General Assembly (or decide himself) to put peace-keeping forces together to the maximum extent possible from troops which are provided without reimbursement. Similarly, the Secretary-General should attempt to obtain troop placement services and equipment expenses without cost to the United Nations. The donors in all three cases should, however, be credited with the value of such voluntary contributions against the totality of their peace-keeping assessments, not just those for a given operation. Any excess should be recorded as a voluntary peace-keeping contribution on their part.

That the Secretary-General propose to the General Assembly that the normal rotation period for troops contributed by Member States be extended from six months to one year and that he provide the General Assembly with an estimate, as realistic as possible, of the savings this proposal would realize.

E. Field representation of United Nations system organizations: a more unitary approach (JIU/REP/92/8)

79. Recent changes in the world political climate make it both possible and necessary to take a fresh look at United Nations system field representation.

80. The present report is intended as a contribution to current debate on restructuring and rationalization of the United Nations system. In the Inspectors' view, the best that can be done at this stage is to set forth some basic options for consideration by the Secretary-General, his senior colleagues and intergovernmental bodies. The suggested options constitute the basis for the report's recommendations, which are in two categories: (a) recommendations 1 and 2 for immediate implementation, and (b) recommendations 3 and 4 for the longer-term action.

81. The following recommendations invite the Secretary-General, the executive heads of the organizations of the United Nations system in the context of ACC, and the governing bodies concerned to:

Recommendation 1

Consider enhancing the existing limited early warning capability (Option A, paras. 28-33 of the report);

Recommendation 2

Take steps to modify the procedure for selection and appointment of the Resident Coordinators (paras. 32-33);

Recommendation 3

Study proposals for more structured early warning/political functions in the context of a unitary United Nations Office (Option B, paras. 34-35) and

prepare a report on the feasibility and possible timetable for its implementation;

Recommendation 4

Consider proposals for establishing a post of United Nations Representative (Option C, paras. 38-49).

F. Management of buildings in the United Nations system (JIU/REP/92/9)

82. As requested by one of its participating organizations, the Inspectors conducted a study on the management of buildings in the United Nations system. In that study, the Inspectors attempted to develop specific, quantitative guidelines on building management tasks and to produce system-wide comparative tables on costs involved in managing buildings. After a representative sampling of buildings in the United Nations system, however, the Inspectors found that such specificity was simply not possible because of striking dissimilarities in building environments, building occupancy, building tenancy arrangements and, above, all in the age, size and characteristics of the buildings themselves. To compare the incomparable would be highly misleading and grossly unfair.

83. As a result of this finding, the following recommendations to the competent authorities have been made in an attempt to make it possible for managers of buildings to discharge their heavy responsibilities with maximum long-run economy and efficiency:

Recommendation 1. Maintenance of buildings

That executive heads and governing bodies of organizations of the United Nations system assure sufficient and regular funding of building maintenance to enable building managers to:

(a) Carry out preventive maintenance and pre-maintenance schedules with respect to installations, services and equipment;

(b) Establish and maintain monitoring and inspection systems;

(c) Benefit from the ability to accomplish timely major repairs and replacements through the establishment of building funds supported by fixed annual contributions.

Recommendation 2. Building construction and design

That executive heads or other competent authorities assure that building managers participate in the designing or remodelling of buildings so that their concerns are taken fully into account throughout the planning and construction process.

Recommendation 3. Contractors vs. in-house staff

That building managers periodically review the balance between the use of in-house staff and outside contractors for performing building services from the viewpoints of performance, reliability and cost-effectiveness. Where contracting is selected, building managers should assure the efficiency and effectiveness of work done by arranging regular and competent inspection by reliable in-house staff, by inserting enforcing clauses in the contracts

penalizing non-performance and by establishing "hot lines" to register staff complaints.

Recommendation 4. Meetings of building managers

That the Consultative Committee on Administrative Questions of ACC schedule meetings on important building management questions in order that building managers can address these questions and concurrently exchange views and benefit from shared experiences.

G. Working with non-governmental organizations: operational activities for development of the United Nations system with non-governmental organizations and Governments at the grass-roots and national levels (JIU/REP/93/1)

84. During the past few years, governing bodies in the United Nations system have urged the system's development activities to give high priority to human resources, popular participation, institution-building and the alleviation of poverty. To implement those policies, secretariats have begun actions to strengthen country programming, delegate authority and decentralize activities to the field level. As those efforts progress, the organizations are discovering that thousands of non-governmental organizations around the world are already very deeply engaged in the new priority activities at the field level.

85. The United Nations system and Governments have generally not done much work with non-governmental organizations in the past, although agency experience varies from close and longtime cooperation to almost no contact. International organizations, Governments and non-governmental organizations have differing development traditions, perspectives, processes and experience. These factors can and do create frictions, misunderstandings and operational difficulties. The non-governmental organization sector is also so dynamic, diverse and rapidly changing that it defies easy analysis or "one best way" approaches. Nevertheless, the powerful recent international economic and political trends which underlie the new development policies indicate that more active and effective collaboration between these three groups can be a quite significant factor in advancing international economic and social development.

86. This report focuses on opportunities and problems involved in greater collaboration between international organizations, non-governmental organizations and Governments in operational activities for development at the field level. After a brief discussion of the nature of non-governmental organization work and recent trends, chapter IV concentrates on collaborative actions and interrelationships among the three groups at the country level. Chapter V outlines support for these field activities from the regional, global, policy-making and inter-agency levels. Chapter VI then explores aspects of five important operational processes that can strengthen collaboration and heighten joint effectiveness.

87. The material in this report reflects extensive research, discussion and possible lines of action for operational improvement, but it only scratches the surface of this complex and still new area of "development cooperation" (in its fullest and best sense). The Inspectors therefore present the following conclusions and recommendations as an initial contribution. They hope that the report will become part of a vigorous and sustained process of discussion, exchange of experience and collaborative action between international organizations, Governments and non-governmental organizations to help attain the urgent new development objectives which have been established.

88. Actions at the country level. The country level is the central focus for operational partnership with non-governmental organizations. It is there, and at the sectoral, district and particularly local and grass-roots levels within the country that field representatives of the United Nations system need to build face-to-face working relationships with non-governmental organizations and Governments to further the central objectives of human development, capacity-building and popular participation. Several basic steps seem needed to make this interaction as well-focused, efficient and effective as possible.

Recommendation 1

Executive heads of each organization with operational activities for development, and non-governmental organizations and Governments, should consider the following basic steps (within the context of the situation, policies and programmes prevailing in each country) to build on and share experience and enhance multilateral agency/non-governmental organization/government operational collaboration at the country and grass-roots levels.

(a) Participative programming process. Integrative programming, which seeks to involve actively relevant non-governmental organizations in the formulation, implementation and assessment of development programmes in an ongoing and flexible process (paras. 42-57);

(b) Delegation/decentralization. Mechanisms to allow field representatives to work with non-governmental organizations and respond more flexibly and strongly to specific local needs, initiatives and opportunities in a country (paras. 58-72);

(c) Guidelines. A distillation of experience, policies, ideas, procedures and requirements which allows field representatives to understand better how non-governmental organizations work and to facilitate collaboration with them (paras. 73-81);

(d) Governments of host countries with non-governmental organizations. Advice on approaches which field representatives can use to encourage and facilitate joint government/non-governmental organization efforts (paras. 82-95);

(e) Non-governmental organizations from the North and South. Advice on the differences, similarities and changing relationships of these two groups, as the basis for encouraging their collaboration (paras. 96-103).

Actions at other levels. The country level is central, but other levels can play a very important role in supporting field-level work with non-governmental organizations, through operational and technical backstopping, information exchanges, guidelines and operational research and assessments.

Recommendation 2

Executive heads of each organization with operational activities for development, and non-governmental organizations and Governments, should consider actions at the following levels to build on and share experience and enhance multilateral agency/non-governmental organization/government operational collaboration.

(a) Regional. Establishing a focal point for operational collaboration at the regional level, which would also support collaboration in those countries where field representation for non-governmental organization work is lacking or is very thin (paras. 105-115);

(b) Global. Establishing a central unit or focal point which provides overall policy, guidance and publications for operational activities with non-governmental organizations, emphasis on a mutual learning and dialogue process and close contact with the organizations' operational units that work with non-governmental organizations (paras. 116-129);

(c) Policy-making. Seeking ways to benefit from non-governmental organization grass-roots experience and perspectives by establishing regular, substantive consultations with them on operational issues and programmes and involving them more actively in special regional and global conferences on development issues (paras. 130-148);

(d) Inter-agency. Support for, interactions with and strengthening of the information and other activities of the United Nations Non-Governmental Liaison Service, a small inter-agency unit which has very well-established working relationships with non-governmental organizations from the North, South and international development non-governmental organizations (paras. 149-157).

Key operational processes. Collaborative processes with and among operational non-governmental organizations are still quite new and underdeveloped. They differ considerably from collaborative relations with Governments, because of both positive non-governmental organization characteristics (very flexible, innovative, highly participative, grass-roots focus) and negative ones (vast numbers, isolation from other groups and often very modest managerial and programme capabilities and aims). In the light of those characteristics, the Inspectors think four further areas should receive priority attention.

Recommendation 3

Executive heads of each organization with operational activities for development, and non-governmental organizations and Governments, should consider actions in the following areas to build on and share experience, strengthen non-governmental organization capabilities and support operational collaboration between multilateral agencies, non-governmental organizations and Governments.

(a) Networking. Identify relevant non-governmental organization networks and umbrella organizations, and encourage and support their ability to strengthen non-governmental organization knowledge and capacities (paras. 159-174);

(b) Databases and information exchange. Establish and maintain databases or directories of non-governmental organization partners, the sharing of database information where possible and a two-way "information culture" to keep collaborating non-governmental organizations aware of the organizations' plans and programmes, while also gathering useful information and ideas from the huge range of non-governmental organization information sources world wide (paras. 175-191);

(c) Capacity-building and training programmes. Support capacity-building and training opportunities at the field level and the capacity-building, research and training programmes already well under way in the non-governmental organization sector world wide (paras. 192-209);

(d) Evaluation. Seek ways to harmonize and simplify evaluation procedures while maintaining proper reporting and accountability, encourage participative evaluation approaches and strengthen the understanding of and capacities for evaluation of non-governmental organizations (paras. 226-238).

Administrative Committee on Coordination. The agencies have not yet taken a very fresh or creative look at the whole area of financial collaboration with local development non-governmental organizations, including the many initiatives already taken by bilateral assistance agencies and non-governmental organizations themselves. Knowledgeable officials believe that joint efforts are very much needed to develop effective guidance for future work with non-governmental organizations.

Recommendation 4

The ACC should take the lead in developing appropriate, harmonized and simplified guidance for funding, financial management and auditing processes with local development non-governmental organizations to help build non-governmental organization institutional capacities and to strengthen collaborative development work (paras. 210-225).

United Nations Development Programme. UNDP can take a particular leadership role in several critical areas mentioned above because of its world-wide network of field offices, its important role in the Resident Coordinator system, its new emphasis on strengthening national capacities and grass-roots participation in development and its broad programme initiatives in support of non-governmental organizations over the past decade.

Recommendation 5

The Administrator of UNDP should:

(a) Ensure that a focal point person is active in every possible field office to gather and disseminate information on development non-governmental organizations in-country, to encourage new initiatives with non-governmental organizations and to apply UNDP programmes in support of the capacity-building of non-governmental organizations (paras. 60-63);

(b) Update and reissue the 1987 and 1988 UNDP general guidance on collaboration with non-governmental organizations in light of the many new developments and policies which have emerged (paras. 79-81).

United Nations. The United Nations Secretariat has very wide-ranging and extensive areas of operational collaboration with non-governmental organizations, including several important new areas, but it has not yet inventoried, analysed or organized those activities. Furthermore, the United Nations Conference on Environment and Development in Brazil in 1992 showed that non-governmental organizations can play a very substantive role in global conferences on development issues. Yet existing procedures for their participation are quite limited and ad hoc. "Popular participation in development" policies and inclusion of the dynamism, creativity and experience of local development non-governmental organizations should apply at the global level, as well as at the local and country levels.

Recommendation 6

The Secretary-General should update and issue an extensive, but incomplete, 1988 management review of non-governmental organization involvement in Secretariat operational programmes, and then formulate an overall policy and framework for the many United Nations programmes which work with non-governmental organizations (paras. 126-129).

Recommendation 7

The General Assembly might wish to request the Secretary-General, in consultation with other organizations of the system, to analyse and update existing procedures for special conferences in order to encourage greater participation of non-governmental organizations and other groups in special regional and global conferences on development issues, and thereby help ensure popular participation in policy formulation on these issues (paras. 138-148).

89. This report was sent for action on 14 June 1993 to the executive heads of all participating organizations of the JIU.

H. Decentralization of organizations within the United Nations system
Part III. The World Health Organization (JIU/REP/93/2)

90. In several respects the World Health Organization (WHO) represents a unique global resource for the international community, but its vast potential is yet to be realized to its optimal pitch. It has an excellent constitutionally decentralized structure, whose efficient functioning, however, is inhibited by several factors of a political, managerial and programmatic character. It has very effectively performed its global coordinating, directing and normative functions, particularly by launching and promoting the strategy for health for all by the year 2000. But its technical cooperation role has not been uniformly effective in supporting Member States in the implementation of that strategy. The reasons for this are complex and are to be found at the country, regional and headquarters levels, which share responsibility for the strategy implementation and optimal use of the resources of the World Health Organization and represent the main levers of decentralization in the Organization.

91. The report concludes that, because the decentralized structure of the World Health Organization is currently handicapped by many problems, it is not functioning as efficiently and effectively in the 1990s as it did in the early decades of its existence. Accordingly the report offers the following recommendations:

Recommendation 1. Executive Board

The Executive Board may wish to consider revitalizing its management oversight authority as provided in the Constitution by, inter alia:

(a) Ensuring an appropriate proportion (for example, 20 per cent) of Board Members. Alternates and Members' Advisers are experts in management, administrative and budgetary matters;

(b) Establishing a watchdog subcommittee on administrative and budgetary questions, with a small standing secretariat, whose functions would be similar to those of the United Nations Advisory Committee on Administrative and Budgetary Questions;

(c) Initiating a comprehensive review of the functioning and structuring of technical programmes of the World Health Organization with a view to correcting staff profiles, weeding out duplication and instituting functional complementarities, as well as coordinated approaches on the horizontal and vertical axes of the Organization;

(d) Initiating a comprehensive review, with the assistance, if necessary, of external management consultants, of staff recruitment, grading and promotion

policies and practices of the World Health Organization with the objective of reversing rising staff costs and grade escalation throughout the Organization.

Recommendation 2. Regional Committees

The Executive Board, in consultation with the Regional Committees, could recommend the following measures to the World Health Assembly:

(a) The Regional Committees should further shift the emphasis of their work to technical and operational issues relating to the implementation and evaluation of regional strategies for health for all;

(b) The level and qualifications of representatives to the Regional Committees should be reviewed and very clearly defined below the Ministerial level to reflect the proposed change of emphasis and the need for continuity of policy implementation in the member States of each region. The Regional Committee could continue to meet at the Ministerial level during sessions of the World Health Assembly;

(c) A more structured authority and reporting relationship should be instituted between the Regional Committees and the Board;

(d) The Regional Committees should meet every two years, preferably during programme budget years, to ensure optimal use of resources.

Recommendation 3. Regional Directors

(a) The Director-General should be empowered to select and nominate Regional Directors for confirmation by the Executive Board, following consultations and in agreement with the Regional Committees concerned or their Bureaux, as appropriate;

(b) The selection and consultation processes should be handled confidentially by the Director-General to preclude any open competition for the Regional Director position;

(c) The term of office for all Regional Directors, including the Regional Director for AMRO/PAHO, should be five years, and should be renewable once. This recommendation could also apply to the Director-General;

(d) The post description of the Regional Director should be modified to allow for substantial decentralization of some of their authority and functions to WHO Country Representatives in country programme management, administration and resource mobilization, in conformity with financial regulations and rules and resolutions of the governing bodies.

Recommendation 4. Technical programmes

(a) WHO should develop a new framework of technical cooperation programme priorities enabling it to concentrate its "critical mass" on the low-income countries and on a narrower range of regular programmes, and to decentralize as many programmes as may be found appropriate to the country level for support by Governments themselves, WHO Representatives and other partners;

(b) Subject to the acceptance and implementation of recommendation 3, the field-level implementation functions now carried out by some global programmes at headquarters should, thereafter, be decentralized as far as feasible together with related support costs resources.

Recommendation 5. Health and biomedical information support

Consideration should be given to enhancing the authority and status of the office of publications to the level of a full-fledged Division and all regional offices should be enabled to participate fully in generating and disseminating health information.

Recommendation 6. Support services

A unified management information system and communication system should be established to integrate all organizational entities, programmes and country offices. Similarly, the different headquarters' support services should be integrated within the support programme irrespective of funding sources, and principles should be devised to govern the apportionment of support services resources between headquarters and the regions.

Recommendation 7. Budget and finance

(a) The present regular programme budgeting system may need to be reviewed and, if necessary, altered to ensure that it can be used more effectively to address the evolving global priorities of the organization;

(b) Financial regulations and rules should be clarified and, where appropriate, updated in the light of World Health Assembly resolution 34/37 so that Regional Directors and Country Representatives can participate more effectively in mobilizing and accounting for extrabudgetary resources in the same way as headquarters-based programmes.

Recommendation 8. Personnel issues

(a) Pending action on recommendation 1 (d) and taking into account, to the extent possible, the views of all those concerned, all recruitment actions in respect of fixed-term Professional posts should be centralized on a provisional basis to enable the Director-General to accomplish the following within a three-year time-frame:

(i) Correct, where necessary, the Professional staff composition of the regional offices in line with article 35 of the Constitution so that no regional office should have more than 40 per cent of its Professional staff from a single region of WHO;

(ii) Establish a new generation of WHO Country Representatives possessing the high qualities of leadership, technical aptitudes and managerial experience and competence required of them in WHO official documents; they should have new job descriptions reflecting a significantly enhanced delegation of responsibility and authority in country programme management, administration and resource mobilization;

(iii) Establish a special services staff category comprising in addition to Country Representatives, Technical Programme Managers, Directors of Support Programme, Administrative Management specialists, Publications Officers, Editors and Translators, Personnel Officers, Budget and Finance Officers, Supply Officers and Administrative Services Officers. Those positions should be budgeted, filled and administered centrally at headquarters without affecting their lines of authority to the Regional Directors. The officers should receive on a priority basis periodic in-service training and retraining within and outside of WHO; they should have new job descriptions in line with the exceptional level of qualifications, experience and competence

required for their positions; and they should be rotated every three or four years among the regions and between the regions and headquarters;

(b) Personal promotions should be discontinued at present and in the near future;

(c) The use of external consultants should be subject to new stringent guidelines to be developed by the Director-General and approved by the Board;

(d) The mandatory retirement age should be more systematically observed.

I. Note on the "Agenda for Peace"

Some reflections on chapter IX - financing (JIU/NOTE/93/1)

92. The financial crisis of the United Nations has reached perhaps an unprecedented dimension. No wonder that the Secretary-General, in his remarkable report entitled "An Agenda for Peace", devoted chapter IX to this issue.

93. The gravity of the situation commands urgent action and the JIU is willing to give its contribution, as it has done in the past, to the search for possible solutions.

94. It is superfluous to recall that the problem is not new. Constant efforts have been made, throughout the years, to find suitable remedies, but nowadays the crisis appears more alarming than before for several reasons.

95. The first and more important reason is the radical change in the international context. The United Nations is engaged, much more than in the past, in facing an expanding international turbulence with an enormous increase in its responsibilities. The picture of the insidious grounds in which the Organization is asked to operate is strikingly described in the introductory pages of the "Agenda for Peace".

96. While the availability of financial resources has not increased, the growth of new activities has sky-rocketed. As a consequence, the old financial malaise is emerging, with renewed evidence. What was a chronic illness is becoming a critical one.

97. The main cause of the crisis must be referred, and rightly so, to the partial or total non-payment of contributions by Member States, and to the delay in payments - but the problem is more complex. In the assessment of the situation, appropriate attention should be given to a non-secondary aspect, that of cost-saving. For this reason, the Note will address this aspect together with the priority concern, that is, adequate and timely financing.

98. The Note does not pretend to cover the entire spectrum of the problems related to the financing of the United Nations. It is rather a partial contribution to the effort exercised by different sources and from several directions in order to make the mechanism of financing more efficient. The report entitled "Agenda for Peace" has been a powerful incentive to this search and the Joint Inspection Unit deemed it most useful to participate in the resulting lively exercise.

99. The Note of the JIU purposely refrained from going too deeply into predominantly technical aspects which the Unit has covered in several other JIU reports dealing with this and related subjects.

100. Timely considerations, the opportunity to seize the momentum of the discussion, while under way, the ample circulation of the "Agenda for Peace" and the attention it has received world wide, constitute the background of the format and character of the Note, which is somewhat different from other reports of the Joint Inspection Unit.

Recommendation 1

Consequential to the ratification of the Charter of the United Nations is the assumption of an international obligation by Member States, including the financial obligation, to pay contributions in full and on time. It is necessary that Governments act to adjust accordingly their national legislation when there are obstacles to the satisfactory fulfilment of the obligation, favouring as far as possible correspondence between their fiscal year and the calendar year in force at the United Nations. The practice of appropriating the United Nations assessments due by a Member States in advance of the Organization's financial year may offer an alternative solution.

Recommendation 2

The attribution of political posts in the higher echelons of management of the Organization and the agencies should not ignore the consideration, nor the professionalism, of the record of payment by the proposing Member State.

Recommendation 3

Among incentives in favour of prompt payers, a system for crediting surpluses based on the scale of contributions and the timing of their receipt might be helpful.

Recommendation 4

The introduction of a "contingency margin", determined on the basis of the average long-standing late payments over a certain period of years, could alleviate liquidity difficulties and allow, in addition, for the possibility of fixing an order of priority in programmes and reducing duplications.

Recommendation 5

The replenishment of the proposed United Nations Peace Endowment Fund could take advantage by way of extraordinary una tantum fiscal measures from developed countries or through initiatives, like the issue of special stamps by Member States, with the revenue turned over to the Organization.

Recommendation 6

Countries distributing aid for development and technical assistance could envisage the possibility of switching funds for peace-keeping operations earmarked for developing countries, in which the existing critical situation is an impediment to the utilization of the said funds. Pending the resumption of the assistance, these available amounts would be considered as voluntary contributions or as advance payments to be later credited against the financing of peace-keeping operations.

Recommendation 7

In parallel with financing, cost-saving is indispensable to alleviate the financial constraint of the Organization. Suggestions ranging from storage to transport, from the adoption of an optical disc system to the management of buildings, from staff costs and human resources in the Secretariat to travel expenses have been made by JIU on different occasions as a contribution to fight waste and reduce expenses.

J. Relationship Agreements Between the United Nations and the Specialized Agencies: Review and strengthening of sections pertaining to the common system of salaries, allowances and conditions of service (JIU/REP/93/3)

101. Acting within its statutory responsibilities to promote greater coordination within the United Nations family of organizations, the Joint Inspection Unit undertook to prepare the present report pursuant to General Assembly resolution 46/191 B of 31 July 1992, by which it requested the Economic and Social Council to review and, where appropriate, strengthen the applicable sections of the relationship agreements between the United Nations and member organizations of the United Nations common system, in particular article VIII of the Agreement between the United Nations and ITU, in order to enhance comparability and further adherence to the goals and objectives of the common system. In response to the above-mentioned Assembly resolution, the Council decided to initiate discussion of the agreements, taking into account, inter alia, a report to be submitted by the JIU (Council decision 1993/211 of 12 February 1993).

102. The report accordingly focuses specifically on sections of relationship agreements concluded to date between the United Nations and specialized agencies and IAEA relating to personnel matters or to a unified international civil service. These relationship agreements are generally similar, with the exception that the relevant sections of the agreements with ITU and UPU are couched in summary and more general terms. Agreements with four Bretton Woods institutions stipulate their "full autonomy" in budgetary matters and thus set those institutions outside the common system of salaries, allowances and conditions of service.

103. None of the 17 agreements has ever been revised. Owing to the lapse of time, the relationship agreements cannot reflect all the developments in the common system and elsewhere which took place after their conclusion. It would seem reasonable to conclude, nevertheless, that the articles of the agreements that have been applied relatively well over the years, despite some difficulties discussed in the report, are those relating to the common system of salaries, allowances and conditions of service. The Inspectors believe that the progress thus accomplished in evolving a common system of salaries and conditions of service - thanks particularly to the work of the General Assembly's Fifth Committee, advised by the International Civil Service Commission - should be further consolidated through the following recommendations.

Recommendation 1

Before determining its position on the future of the relationship agreements, including the sections pertaining to the common system of salaries, allowances and conditions of service, the Economic and Social Council should have a complete and up-to-date evaluation of the implementation of all the agreements. The review of implementation of the relationship agreements was recognized by the Council itself as its ongoing task (see Council decision

1979/68 of 3 August 1979). The application of particular provisions contained in the agreements needs to be assessed, indicating areas where the agreements function properly, those areas where implementation is unsatisfactory and spelling out areas requiring revision or needing to be supplemented. This requirement applies equally to all parties to the agreements, namely, the United Nations and the agencies. This is why, as in the past, the views of the specialized agencies and IAEA should be sought.

Recommendation 2

For the present, and pending any general decision on the future of relationship agreements, the strengthening of the common system of salaries allowances and conditions of service could be sought by a variety of measures not involving revision. Ad hoc, partial revision of agreements, limited to provisions of personal arrangements only, seems to be impractical and is not recommend at present. Should a policy decision be taken by the parties concerned on the future of the relationship agreements, the Inspectors stand ready to provide further advice on the specifics of updating the agreements. At this stage, the strengthening of the common system should be sought through fuller, more active and specific application of existing coordination measures contained in the relationship agreements, for example, the General Assembly and the Economic and Social Council addressing recommendations to the agencies, requests for assistance, participation by the United Nations and the agencies in the debates of main and subsidiary bodies, and reciprocal inscription of items on the agendas of the governing bodies.

Recommendation 3

Consideration should be given to the practical ways and means of further enhancing the role of the International Civil Service Commission (ICSC) in the regulation and coordination of conditions of service within the United Nations common system. In that connection, the Commission could play an extended role through greater exposure to the organizations, participation in their meetings and extensive consultations with the administrations and staff. The Commission could additionally be enabled, for example, to play a preventive, "early warning" role by anticipating, promptly addressing and reporting to the General Assembly on potential problem areas.

Recommendation 4

The practice of formulating agreed interpretations and understandings of relevant provisions of the relationship agreements by the Economic and Social Council, the General Assembly and the governing bodies of the agencies should be used more frequently to strengthen, as and when necessary, existing relationships and to find solutions to new questions of inter-organizational cooperation, including matters of personnel. After appropriate consultations through the ACC machinery and intergovernmental bodies of the agencies concerned, such interpretations and understandings could be submitted for approval to the General Assembly and the governing bodies of the agencies.

Recommendation 5

The possibility of supplementary arrangements being concluded by executive heads to regularize modalities of practical cooperation, inter alia, those pertaining to the common system, could be used more actively, the Economic and Social Council and the General Assembly could request the executive heads throughout the United Nations system to give due consideration to the application of this coordination measure. One possible area of application being the provision by the specialized agencies of personnel and other forms of

assistance for United Nations peace-keeping operations, naturally observing the existing programming and budgetary procedures of the agencies and to the extent allowed by available resources.

Recommendation 6

The General Assembly and the Economic and Social Council should draw the attention of Member States more often to the fact that an indispensable condition for strengthening coordination within the United Nations family of organizations, in general, and for adherence to existing standards and regulations of the common system of salaries and conditions of service in particular, is the maintaining of a coherent position in the same matters in different organizations. In addressing its recommendations on coordination, pursuant to Article 63, paragraph 2 of the Charter of the United Nations, the Council should appeal to Member States to contribute to the implementation of its recommendations through appropriate actions in the governing bodies of the common system.

Recommendation 7

The current revitalization of the global leadership role of the Economic and Social Council in system-wide coordination of policies and activities in the economic, social and related fields, coupled with a more systematic monitoring of implementation of the relationship agreements, should also indirectly strengthen the common system of salaries and conditions of service. To achieve that end, substantially more preparatory background work by the Council's relevant subsidiary bodies and secretariat would seem indispensable. Two options are proposed:

(a) The Council could entrust to CPC the task of formulating draft resolutions and decisions on coordination questions;

(b) The Council could create an inter-sessional committee on coordination matters.

The first option may require redesigning the agenda of CPC to accommodate its expanded functions, or the extension of its session. The advantage of the second option is that it can be more economical (meetings of an inter-sessional committee accommodated at such times so as to use spare conference services).

Recommendation 8

It is recommended that periodic CPC-ACC Joint Meetings, as well as a portion of the High-Level Segment of the Economic and Social Council sessions, be devoted to system-wide coordination, in order to arrive at a common perception of coordination by Member States and the secretariats (that have shared responsibilities for this), and a common understanding of the resources needed to make the most efficient use of the institutional and human potential of the United Nations system of organizations.

K. A review of the specific development needs of small Member States and the responsiveness of the United Nations development system in meeting these needs (JIU/REP/93/4)

104. Almost one fifth of all States Members of the United Nations now have populations of less than one million, and another quarter have populations of between one and five million. The majority are developing countries and receive development assistance from the United Nations development system. The

Inspectors have therefore examined the development needs of those countries and the responsiveness of the United Nations development system to these needs.

105. The report shows that countries with small populations tend to vary greatly as regards levels of GNP per capita, economic growth rates and indicators of "human development". Low population countries cannot be characterized as particularly low income, even though almost one third are in the "least developed" group. There are certain features, however, that are common to most small developing countries and which tend to define the development problems facing such countries. The Inspectors suggest that the disadvantages associated with small size centre on diseconomies of scale over a wide range of economic activities and on their vulnerability to external influences, but conclude that, although these disadvantages impede the development efforts of small States, their development needs are basically the same as those of other developing countries.

106. Nevertheless, the Inspectors believe that the effectiveness of United Nations development assistance could be enhanced if the following recommendations were implemented:

Recommendation 1

The legislative bodies of the United Nations system organizations should give greater weight to "smallness" in the allocation of development assistance, whenever this factor accentuates the difficulties of economic and social development, most notably in terms of diseconomies of scale and vulnerability to external influences.

The United Nations development system should show greater flexibility in response to the specific needs of individual small States and more willingness to prioritize areas of greatest immediate need.

Recommendation 2

United Nations agencies should give priority to assisting small States to improve their capacity to monitor and assess key aspects of environmental issues, especially where these interact with economic development policies. Assistance should be given within a framework of coordinated environmental programmes, with emphasis on regional approaches where feasible (see recommendation 3).

Recommendation 3

United Nations agencies should encourage small States to adopt regional approaches wherever these offer possibilities of exploiting scale economies and strengthening their position in the international economy. Assistance in this field should be carefully evaluated to ensure that inputs are justified in terms of outputs. Priority should be accorded to human resource development and environmental activities, reducing the administrative constraints imposed by small size, and to areas where there is a clear commitment on the part of the respective Governments.

Recommendation 4

United Nations agencies should assist in creating and strengthening economic and social research institutes in small countries with a view to enhancing the national capacity to carry out research on issues of immediate relevance to the country in question, to strengthening smaller States' positions

in international negotiations and vis-à-vis donor agencies, and acting as a point of attraction for well-qualified nationals working abroad.

United Nations agencies should, as a first step, carry out pilot studies in a few countries in different regions of the world in order to ascertain the most cost-effective method of providing assistance in this field.

Recommendation 5

The United Nations system should provide particular assistance when requested by small States, in view of the vulnerability of those States to political and economic destabilization due in part of external interference in their internal affairs and the direct consequences of those factors on their development. The Secretary-General may deem it necessary to explore specific preventive measures aimed at strengthening, where necessary, the elements of the stability and security of small States in accordance with General Assembly resolution 44/51 of 8 December 1989 and the principles of the United Nations Charter.

Recommendation 6

UNDP and the specialized agencies should invite the Consultative Committee on Programme and Operational Questions (CCPOQ) to examine the possibilities of standardizing area responsibilities in those regions where UNDP and specialized agency representatives are responsible for more than one country.

Recommendation 7

UNDP and the specialized agencies should accord the Non-Self-Governing Territories which have indicative planning figures the same treatment from the United Nations development system as Member States and make every effort to ensure that they are visited periodically by United Nations development assistance missions.

Recommendation 8

UNDP, in conjunction with UNCTAD and in cooperation with the relevant specialized agencies and the regional commissions, should establish pilot studies in a few small States to identify who are the potential users of United Nations-generated information relevant to the development needs of small States, the type of information that would be of greatest value to those users, and the most cost-effective method of disseminating this information to those users. In this connection, consideration should be given to the possibilities of utilizing the proposed research institutes (see recommendation 4) as centres for storing and disseminating information in small countries.

The Governing Council might wish to request the Secretariat to keep the Council informed on the progress of those pilot studies.

Recommendation 9

UNDP and the specialized agencies with offices in small countries should examine the possibilities of greater sharing of databases. As a first step, UNDP Resident Representatives should be asked to report on the current situation in their respective countries or area of responsibilities, and on the possibilities of sharing databases. The interest in, and possibilities of, providing access to the databases to key government offices should also be explored in conjunction with recommendation 8.

Notes

1/ Official Records of the General Assembly, Forty-sixth Session, Supplement No. 34 (A/46/34).

2/ Ibid., Forty-seventh Session, Supplement No. 34 (A/47/34).

3/ JIU/1.

4/ The Unit regrets to report that, during the period under review, it lost a member of its staff who was serving with the United Nations Transitional Authority in Cambodia (UNTAC).

5/ In his comments on the draft of the present report, the Inspector was informed by the Under-Secretary-General for Administration and Management that, "In the light of the developments, New York will have the role of the network leader and judicious coordinator of common databases; Geneva will have the role of an historical library and a library in the current European economic situation. The role of Headquarters will be affirmed, whereas specific local factors and functional characteristics will be taken into account altogether with a view to achieving renewed effectiveness."